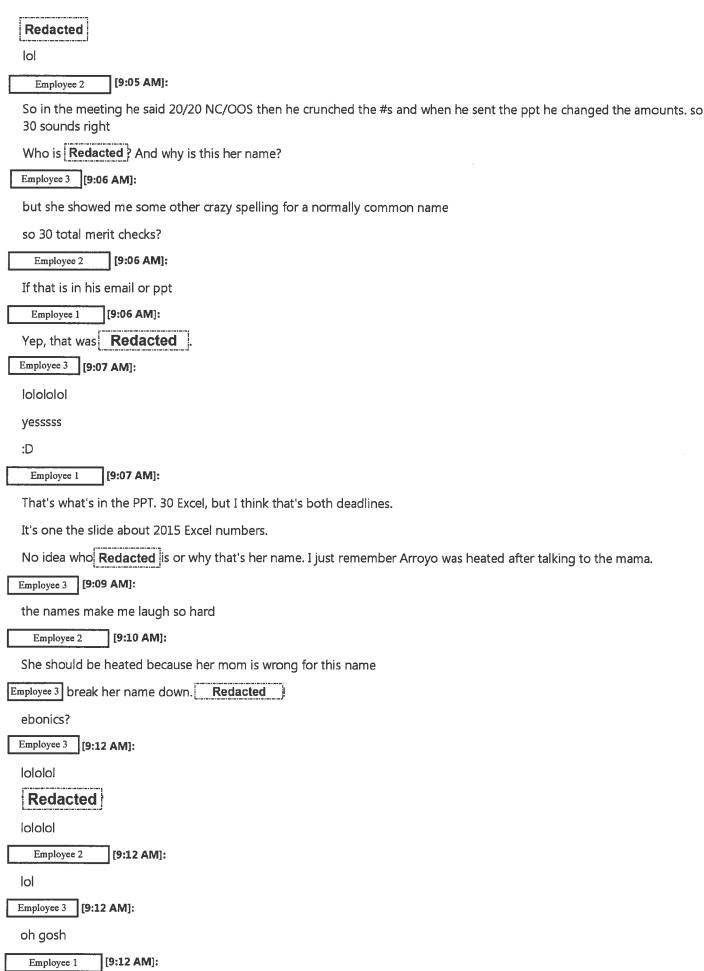
Exhibit 16

From:	Employee 1 @admissions.unc.edu>
Sent:	Thursday, November 06, 2014 2:13 AM
To:	Employee 2 ; Employee 1 ; Employee 3
Subject:	Conversation with Employee 2 , Employee 1
Employee 1 [8:46 AM]:	
Do we have 20 total merits for both in state and out of state for D1?	
Employee 2 [8:48 AM]:	
He talked about increasing the # per reader but that was the number I remember	
Employee 3 [8:50 AM]:	
lol	
i make no promises on that	
Employee 2 [8:50 AM]:	
staying under 20?	
Employee 3 [8:51 AM]:	
yea.	
i'm kinda kidding	
^0)	
Employee 2 [8:52 AM]:	
are you half way to 20 already	
Employee 3 [8:55 AM]:	
with NC i've maybe used 3 or 4	
cant quite remember but i gather i'll be heavy handed	
i'm ok w it	
Employee 1 [8:59 AM]:	
I'm monitoring mine, but I'm at 12 so far with NC and OOS. There are probably 3 or 4 that I can bump off if I go too much over 20.	
Employee 1 [9:02 AM]:	
Wait, i just looked at the PPT. He said we have 30 spots for NC excel, and 20 merits (both NC and OOS) per deadline.	
I thought the 20 included NC and OOS merit as well as NC Excel.	
OMG! Did Arroyo come and tell y'all about the convo she had with Redacted 's mom?! I just pulled up her app. Ha!	
Employee 3 [9:05 AM]:	
lolol	
no	

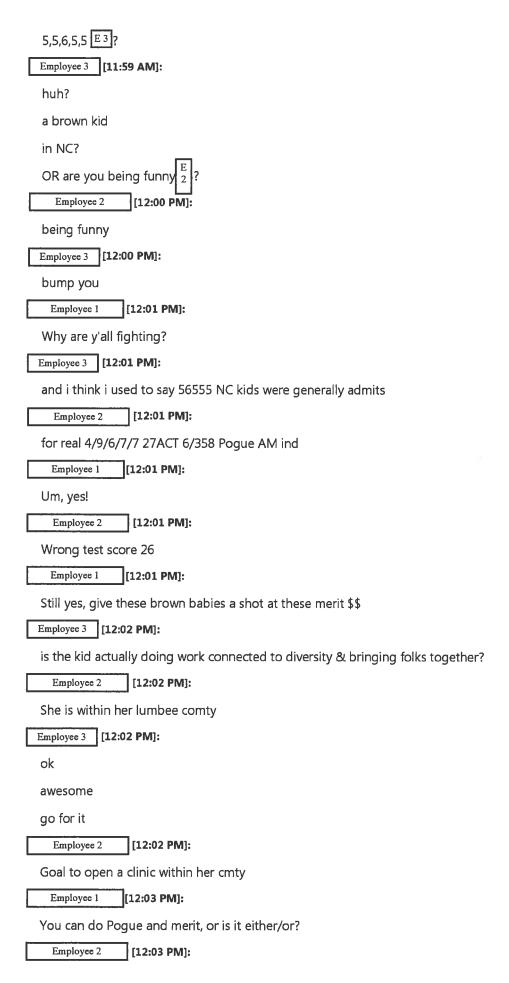
1



:D Employee 3 [9:12 AM]: lol Employee 1 [9:12 AM]: Y'all make me happy. [9:13 AM]: Employee 2 why did the mom call? [9:14 AM]: Employee 1 No idea, but her middle is Redacted I'd probably go by that. Employee 2 [9:19 AM]: Are you trying to admit her? Employee 1 [9:34 AM]: So she's an 880, +130 WR. 6/185. 3, 8, 7, 3, 10. 2 APs in 12, all As in 11, works 35 hours/week. FGC, URM, FW. Single mom, unemployed. ADMIT, but writing is problematic. Saving her PID for Bridge Employee 2 [9:36 AM]: Dont save that PID send her name to Damon today!!! Employee 3 [9:36 AM]: oh that's nice for her. [9:36 AM]: Employee 1 I already did ECs are an 8, not 7. Employee 2 [9:37 AM]: Should we hire her as a work study student? Employee 3 [9:37 AM]: E 2 you are really looking ahead for her yall are like her guardian angels Employee 2 [9:38 AM]: She will be covenant Employee 3 [9:39 AM]: i hear you (i'm so tickled about our lunch tuesday) E2, put it on your calendar 1pm after director's mtg [9:40 AM]: Employee 2 I have it on my calendar

Employee 1 [11:35 AM]: Can we get excited for this brown FGC NC boy who's being raised by his grandfather, wants to become a surgeon, #2 in his class. 27 ACT. 10, 9, 5, 5, 7. Yes! Admit w/ merit! Employee 2 [11:35 AM]: I am excited But every kid I read wants to be a surgeon Employee 3 [11:36 AM]: i am too but do you need more in ECs and essay for merit? Employee 1 [11:36 AM]: Are they 10, 9 brown boys?! [11:37 AM]: Employee 2 I am reading an Am Ind Employee 1 [11:37 AM]: Oh yay! Possibly need a little more for merit, but I want to give him a shot. He lists bio as his major so he may be good for CSSP. [11:38 AM]: Employee 2 Yes, each of those should be a shout out for CSS Employee 1 [11:38 AM]: Oh nice. I just opened a brown girl who's an 810. [11:38 AM]: Employee 2 810 total? [11:39 AM]: Employee 1 Since it's either/or with Excel, I want him to have a fighting chance with merit. If he doesn't make it, he should definitely get Excel. Needless to say, he's a watchlist. 1290 w/ WR. +50 bump Employee 3 [11:40 AM]: ok. just had me think of a wonderful brown girl a bit ago...1390, 5,4,4 on APs, #1 in a small class, 8/10/5/5/7 Employee 2 [11:40 AM]: yes, I have a question. If a student says a Cal class is AP in the app but the transcript says otherwise. How should we rate? Employee 3 [11:40 AM]: i only marked her excel Employee 1 [11:40 AM]: I could it. [11:40 AM]: Employee 3 maybe i'll merit her Employee 1 [11:40 AM]: *count

Sometimes the transcript on lists one semester Employee 2 [11:40 AM]: ok thanks Employee 1 [11:40 AM]: Is she NC E 3 ? [11:41 AM]: Employee 3 yea did i just become crazy? Employee 1 [11:41 AM]: Give her a chance at merit Employee 3 [11:41 AM]: ok thanks yayayayyaya [11:41 AM]: Employee 1 Aid/scholarships are why we lost alot of this URM kids Employee 2 [11:42 AM]: I still use that Andrea observation. If its brown and above a 1300 put them in for merit/Excel Yes, the ASQ tells us that every year I just read a blk girl who is an MC and Park nominee wants science potential engr Employee 3 [11:44 AM]: oooh fun and i know about the ASQ, i was just getting caught in these average ECs/Ess's Employee 1 [11:52 AM]: Ooohhh, a beast! I know I'm harder with my EC, essay and PQ ratings although I feel as though I've been using more of the scale this year, but with these URM/FGC/FW kids, I'm trying to at least give them the chance to compete even if the ECs and essays are just average. I don't think I can admit or defer this brown girl. Employee 2 [11:53 AM]: Yeah its hard [11:54 AM]: Employee 1 Testing, ECs and performance are too low for me to even make an argument Employee 3 [11:56 AM]: yep. gotta let her go Employee 2 [11:57 AM]:



You can do merit and Pogue [12:03 PM]: Employee 1 OK, training and last year are a blur to me [12:03 PM]: Employee 2 I am only doing Pogue for this one Employee 3 [2:12 PM]: Again...Can this kid have Excel w/ average EC/ES but 32/10/10..2 of 99 in class...APs 5,5,4,4,43 i'm going to be an over-checker at this rate NC...no spec indicators Employee 2 [2:13 PM]: Im trying to understand all the numbers Employee 3 [2:14 PM]: oh 32/10/10....2/99 class rank [2:14 PM]: Employee 2 what are the EC/ess Employee 3 [2:14 PM]: 6/5 [2:15 PM]: Employee 2 It could be but you are going to have a # of 32/10/10, you cant give everyone excel the essays/EC and Rec should play a role Employee 1 may disagree [2:16 PM]: Employee 1 I would be at a no, if there's nothing else compelling. Jared said on Tuesday that there needs to be more. Employee 3 [2:16 PM]: ok...i'll start backing off. but jot down the pid's consistently i'll tighten up now Employee 1 [2:17 PM]: I think that's a good approach. Jared specifically said that every 10/10 in NC isn't Excel. Employee 3 [2:17 PM]: cool. i wasnt in the room for that :-) Employee 2 [2:51 PM]: perfect 2400 SAT All 5 on AP one B in 11th Employee 1 [2:54 PM]: Brown?!

Employee 2 [2:54 PM]: Heck no Asian Employee 1 [2:54 PM]: Of course Still impressive Employee 2 [2:55 PM]: Natl Chess player ranked in the nation goes to NCSSM Employee 3 [3:37 PM]: there's my 2nd F Employee 1 [3:53 PM]: Ha...still haven't seen one but had a D earlier. [3:54 PM]: Employee 2 I havent seen an F yet. Seen a few D's Employee 1 [4:58 PM]: Phew, I'm tired. Employee 3 [5:09 PM]: off to hot yoga...i may need to sign back on later tonight:-/ hugs to you both Employee 2 [5:11 PM]:

have a good time